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**AUTHORITY**

**AGO ltr 29 Apr 1980**

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AD825120

HEADQUARTERS  
24TH TRANSPORTATION BATTALION (TERMINAL)  
APO 96312

AVCA CRB-P-24

29 November 1966

SUBJECT: Operational Report - Lessons Learned for Quarterly Period Ending  
31 October 1966 (RCS CSFOR-65)

THRU: ~~Commanding Officer~~  
~~Sam Ranh Bay Port (Prov)~~ ✓ 1 DEC 1966  
~~124th Trans Comd (Tml A)~~  
~~APO 96312~~

TO: Commanding General  
US Army Support Command  
ATTN: AVCA CRB-SPO  
APO 96312

1. Reference ltr, Hqs 1st Logistical Command, APO 96307 dated 11 November 1966.

2. In compliance with above cited reference the following information is submitted:

a. Participation in Training, Troop Movements, Operations:

(1) ~~On-The-Job Training~~ - 92 days

(2) ~~Troop Movements~~

(a) ~~403d Trans Co (TT)~~ - 7 days

(b) ~~458th Trans Co (LA)~~ - 32 days

(c) ~~264th Trans Co (TS)~~ - 5 days

(3) Operations - 92 days

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b. Problem areas and initiated action to correct them were listed in Section I, per paragraph 5(1)(d)1, USARV Regulation 870-2.

STATEMENT #2 UNCLASSIFIED

FOR OFF RD  
660451

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~~Adm. Offr. of Army~~  
~~USAID DC 20310~~

Incl 18

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c. Section II, Part 1 was listed as Commander's Observations in accordance with paragraph 5a(2)(a), USARV Regulation 870-2. Recommendations concerning each of these observations were contained in Section II, Part II, Recommendations in accordance with paragraph 5a(2)(b), USARV Regulation 870-2.

d. Additional information required by cited reference is as follows:

(1) Item: Increased maintenance personnel requirements.

A study is being initiated by this command to determine the exact maintenance requirements for equipment that has been approved above TOE. Upon completion of this study a recommended MTOE will be submitted to higher headquarters for approval.

(2) Item: Receiving ships manifest.

124th Trans Comd (Tml A) has organized a boarding party to receive and process ship's papers and distribute required information to battalions concerned.

(3) Item: LARC maintenance

A letter, this headquarters, subject; Request for Assignment of a Transportation Detachment (Direct Support) TOE 55-510T, dated 18 October 1966, has been sent forward through channels for approval. This letter requests the addition of a LARC D~~S~~ detachment to this command to support the additional maintenance requirements of a third LARC company. In addition, as a temporary measure, one of the two detachments available has been augmented by providing additional mechanics from other units to handle the increased maintenance load.

(4) Item: Early receipt of local directives and regulations

Packets of local directives and regulations have been assembled at this headquarters for issue to subordinate units upon arrival in country. Recommendation has been submitted to 124th Trans Comd (Tml A) that packets be forwarded to CONUS based units in those cases in which advance notification of unit's assignment has been received.

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(5) Item: Shortages of TOE MHE and shortages of MHE

One unit, the 264th Transportation Company (Term Svc), joined this command without its TOE MHE thus hindering its mission effectiveness. This shortage has been reported in numerous letters to 124th Transportation Command (Terminal A) i.e., letter, Hq, 24th Transportation Battalion (Tml) dtd 17 September 1966, subject MHE equipment and letter, Hq, 24th Transportation Battalion (Tml) dtd 22 October 1966, subject Selected Equipment On Hand and Authorization, and to US Army Support Command, i.e., letter, Hq, 24th Transportation Battalion (Tml) dtd 23 October 1966, subject USASC Progress Report. All shortages of equipment have been requisitioned through normal supply channels and follow-up action taken, as appropriate.

(6) Item: LARC parts resupply

A letter has been initiated by this battalion, reference letter dtd 20 October 1966, subject Authorization for Additional PLL for LARC's, which requests approval for an addition of LARC PLL to provide a 30 day PLL stockage level.

(7) Item: Nickel batteries

Two non-military letters were sent to Exide manufacturing company in CONUS requesting parts, servicing, maintenance and operating manuals. On 15 and 22 November 1966 all these manuals were received by this command. A letter of appreciation will be sent to thank this company for their generous help. An activating agent has been requisitioned to allow these batteries to become operational.

FOR THE COMMANDER:

TEL: CRB 400

RICHARD L. SCHMELING  
1LT, TC  
Adjutant

OPERATIONAL REPORT FOR QUARTERLY PERIOD ENDING 31 OCTOBER 1966

SECTION I (SIGNIFICANT ORGANIZATION OR UNIT ACTIVITIES)

ADMINISTRATION

This report covers the period 1 August through 31 October 1966. During this period, three new units (403d TT, 264th TS, 458th LA) were assigned to the 24th Transportation Battalion (Terminal).

The 24th Battalion directed the mission activities of assigned terminal and lighterage units engaged in stream discharge of deep-draft vessels and the discharge and loading of shallow-draft vessels, within the intra-coastal shipping of RVN ports, providing a link in the logistics chain of tactical operations. Assigned personnel and equipment were utilized in support of large troop movements involving both US and foreign national personnel at various ports of RVN.

Over 35 miles of permanent telephone lines were installed by the 24th Battalion to operation centers and orderly rooms throughout the battalion. Over 90% of these wire lines have been installed on poles. Electrical lines and permanent lighting have also been installed for all South Beach operations, Headquarters, Consolidated Motor Pool, and Detachment area. Additional support in the form of electrical wiring and telephone communications were provided to the Military Police and civilian contractors within our operational areas. A radio teletype team, per commitment by CRB Support Command, was uprooted from location at South Beach Operations and moved to Vung Ro Bay with three hours notice. This team with its equipment has been the only uninterrupted communication to Vung Ro Bay since its arrival in September.

On 17 October 1966, Alaska Barge and Transport, a civilian firm contracted by the government assumed operational control of South Beach at Cam Ranh Bay, with supervision and assistance rendered by the 24th Battalion (Tml).

The 119th Terminal Svc Co departed for Vung Ro Bay on 30 October 1966 aboard LST 117, giving the 24th Battalion operational control of Vung Ro Bay in addition to the outports of Nha Trang, Phan Rang, Phan Thiet, Tuy Hoa and South Beach at Cam Ranh Bay.

PROBLEMS ENCOUNTERED

The 97th Trans Co (Hv Bt) during its assigned mission of providing heavy lighterage service, operational support of combat missions, encountered many varied maintenance problems, which required support from general support maintenance. General Support Maintenance is now provided by the Marine Maintenance Activity, Vietnam (MMAV), a TD organization activated at Cam Ranh Bay in July 1966. Because the 12 vessels assigned to this company operate along approximately 1000 miles of the coastline of Vietnam, it was often difficult to receive adequate support from the Marine Maintenance Activity when operating in locations outside the Cam Ranh Bay harbor. There is a definite lack of repair parts or marine engines and generators used on LCU's (Model 1466).

The vessel supply staff of this unit has been increased to meet needs for repair parts and replacement equipment.

Additional problems encountered include: an acute shortage of TOE-authorized Materials Handling Equipment-lack of sufficient vehicles in support of beach clearance - span of control over command elements located at three separate outports in RVN-lack of adequate communications with assigned outports-shortage of school-trained Documentation personnel and lack of advance receipt of vessel cargo manifests.

Actions taken to alleviate problem areas include: Central dispatching of available MHE and vehicles on workload priority basis-decentralization of operational control of outports to respective first-line supervisors-establishment of daily reporting procedures for assigned outports-progressive OJT program for Documentation personnel, and conduct of discharge planning concurrent with preparation of vessel for discharge operation.

#### TRAINING

During this period the 24th Battalion (Im) conducted an extensive program of 90 days OJT of personnel and cross-training of various MOS'S due to the vast influx of inexperienced personnel being assigned to various units within the Battalion.

#### OPERATIONS

On 28 August 1966, seven personnel of the 123rd Terminal Svc Co departed Cam Ranh Bay for Phan Thiet in support of Operation Byrd, conducted by the 1st Cavalry Division.

On 23 Sep 66, three LARCs were dispatched from the 344th LA to Vung Ro Bay in support of Operation Robin and have remained there in support of port operations.

In mid-October, two LARCs from the 344th LA were sent to Qui Nhon for eventual use at Pleiku, in a soil trafficability test.

Four LCU's operating out of Qui Nhon harbor supported several joint operations north of Da Nang and south of the DMZ area, proving that LCU's are substantially suitable for ready supply of beach landing forces and combat armaments, as well as transporting equipment and supplies.

#### SECTION II, PART 1, OBSERVATIONS (LESSONS LEARNED)

##### 1. OPERATIONS.

###### MAINTENANCE/DISTANCE TRAVELED

ITEM: LARCs break down frequently when used on land hauls longer than two or three miles.

DISCUSSION: The periodic requirement to haul ammunition from ship to one of the ASP's has resulted in numerous cases of equipment failure, increasing the LARC deadline rate by one hundred per cent. This may be attributed to the extra land distance traveled, in proportion to distance traveled to other consignees, and by the extremely poor road surface prevalent over the route.

The use of the truck transfer point close to the beach has eliminated the requirement for LARC's to make these long hauls to the ASP's and has thus lowered the LARC deadline rate.

OBSERVATION: Truck transfer points should be used when LARC's would otherwise be required to make long trips over bad roads.

#### MINTENANCE REQUIREMENTS.

ITEM: Increased maintenance personnel requirements.

DISCUSSION: With operation of one major port and 6 outport operations, there is a necessity for an increase above TOE for MHE equipment. However, these special authorizations are approved without a corresponding increase in mechanics, tools, and equipment to support them.

OBSERVATION: Additional tools, equipment and qualified mechanics must be provided to maintain items of equipment provided by special authorization.

#### TRANSPORTING BATTERIES

ITEM: Transporting of commercial electric F/L batteries.

DISCUSSION: Commercial electric F/L batteries in transit from shore to ship are not protected against steel cables that cross the battery top and short it out. Also in lifting batteries from one hold to the next, batteries are easily damaged by swinging against the sides of the ship.

OBSERVATION: Rubber mats should be placed on electric forklift batteries to protect them against short circuits. Crane operators and immediate supervisors should take special care when handling batteries from shore to ship, ship to ship, or hatch to hatch.

#### RECEIVING SHIP'S MANIFEST

ITEM: Timely receipt of ship's manifest.

DISCUSSION: In order for a unit to properly plan the discharge of a vessel the operational unit must receive the ship's papers at least 12 hours prior to working the vessel. This would enable the unit to co-ordinate the necessary equipment to effectively discharge the vessel.

OBSERVATION: Upon the arrival of a vessel into the harbor a boarding party should be dispatched. They could receive the ship's papers and make a quick estimate of the equipment required for discharge. This information should then be provided to the working unit a minimum of 12 hours prior to planned discharge.

2. PERSONNEL, None.

### **3. TRAINING AND OPERATIONS.**

#### LARC MAINTENANCE

ITEM: LARC direct support maintenance.

DISCUSSION: Recently a LARC Company has joined this command without a direct support detachment. There are presently 3 LARC Companies and 2 LARC Detachments in this command. Each LARC Detachment is capable of supporting one LARC Company of 35 LARC's. However, with the addition of a maintenance float of 10 LARC's and the additional company's 35 LARC's, these two detachments must provide support for 115 LARC's. This has to be accomplished with neither an increase of trained mechanics nor additional tools and equipment.

OBSERVATION: LARC Companies must reach an overseas command with a direct support detachment attached. If none is available, additional equipment, tools and mechanics must be authorized and provided the direct support detachments that receive the added maintenance responsibility.

#### EARLY RECEIPT OF LOCAL DIRECTIVES AND REGULATIONS

ITEM: Importance of early receipt of local directives and regulations.

DISCUSSION: Within a minimal amount of time after arrival in-country, units are expected to become operational. To be fully effective and comply with local policies and requirements, a readily available library of directives, regulations and policies of each command headquarters is imperative.

OBSERVATION: Packets of local regulations and directives should be mailed to a unit prior to deployment or be issued upon arrival at destination in RVN.

#### SHORTAGES OF MHE

ITEM: Shortages of TOE MHE.

DISCUSSION: A unit should not be expected to perform its TOE mission if mission-essential TOE items are not available.

OBSERVATION: Units should not deploy from CONUS unless they have all TOE equipment, or resources are readily available at destination.

**4. INTELLIGENCE - None.**

## 5. LOGISTICS.

### LARC RESUPPLY

ITEM: LARC parts resupply.

DISCUSSION: Parts to support LARC maintenance operations are needed in quantities in addition to the normal PLL stockage. This is due to the increased shipping time for parts to reach this location and the twenty-hour-per-day, 4000-mile-per-year utilization of the average LARC, resulting in increased down time for parts. Resupply of the unit's PLL for LARC's has been in excess of 30 days for 75% of all items.

OBSERVATION: LARC Companies and their Direct Support Detachments should be authorized a PLL stockage level of 30 days.

### NICKEL BATTERIES

ITEM: Issue of iron nickel batteries with instructions, manuals, or repair parts.

DISCUSSION: Two exide iron nickel alkaline batteries were issued to this command with no instruction on how to activate or maintain them. The support activity was also unable to provide this information.

OBSERVATIONS: Commercial designed equipment, such as this new-type battery should be issued with implementing instructions on activation, maintenance and source for repair parts.

### FUEL PUMP

ITEM: Fuel pump for M49C, 2½ ton tanker.

DISCUSSION: In converting M49C tankers from gas or diesel to water, trouble has been noted with the fuel pump, especially the vanes.

OBSERVATION: Fuel pumps that become inoperable may be put back into service by replacing the present vanes with used 5 ton brake shoes cut to size.

### SHORTAGES OF MHE

ITEM: Non-TOE performances due to lack of MHE.

DISCUSSION: It is very difficult for a unit to perform its mission without proper equipment. The use of electric forklifts in the hold of ammo in most instances is almost mandatory. The job can be accomplished at a reduced rate in most instances, by snaking cargo by means of snatch blocks. This is a very slow and at times contrary to Coast Guard Regulations.

OBSERVATION: That every unit be brought up to full TOE strength in MHE.

The money spent would be returned many fold by increased operational performance.

**Part II Recommendations:**

**1. Operations:**

- a. It is recommended that LARC-truck transfer points be utilized to the maximum.
- b. It is recommended that the outports be established as TD type units.
- c. It is recommended that protective covers be placed over all electric forklift batteries as a means of protection while being transported from shore to ship and from ship to shore.
- d. It is recommended that a team collect manifests for the Port and distribute them to the battalion concerned so that prior planning of discharge may be accomplished.

**2. Personnel: None.**

**3. Training and operations:**

- a. It is recommended that LARC Companies that are deployed have attached a Direct Support Detachment.
- b. It is recommended that packets of local directives and regulations be issued to units arriving in RVN.
- c. It is recommended that units should not be deployed from CONUS to RVN without their basic TOE equipment.

**4. Intelligence: None.**

**5. Logistics:**

- a. It is recommended that LARC units and Direct Support Maintenance be authorized a PLL stockage level of 30 days, due to the increased shipping time for parts to reach this location.
- b. It is recommended that commerical-type equipment be issued with activation instructions, maintenance instructions, and instructions as to how and where repair parts may be obtained.

Section III, Department of Army Survey Information. None.

AVCA CRB-P-2 (7 Nov 66)

1st Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966,  
Reports Control Symbol CSFOR-65

HQ, Cam Ranh Bay Port (Prov), 124th Trans Tml Comd, APO 96312, 12 Nov 66

TO: Commanding General, US Army Support Command, CRB, APO 96312

1. The inclosed operational report submitted by the commander of  
the 24th Transportation Battalion (Terminal) adequately reflects the  
activities of that unit for the period indicated.

2. I concur fully in the commander's recommendations.

1 Incl  
nc

  
J. F. SMITH  
Colonel, TC  
Commanding

AVCA CRB-SPO (11 Nov 66) 2d Ind  
SUBJECT: Operational Report for Quarterly Period Ending 31 October  
1966 (RCS CSFOR-65)

HEADQUARTERS US ARMY SUPPORT COMMAND CAM RANH BAY, APO 96312 16 NOV 1966

THRU: Commanding General, 1st Logistical Command, APO 96307  
Commanding General, US Army, Vietnam, APO 96307  
Commander-in-Chief, US Army, Pacific, APO 96558

TO: Department of the Army, The Pentagon, ATTN: ACOFSFOR, Washington,  
D. C. 20310

1. The attached report is objective and factual with the exception  
of the fourth paragraph of the Administration Section.

2. Operational control of Vung Ro Bay rests with the Tuy Hoa Sub-  
area Commander.

3. Nonconcur with recommendation 1b. It is 1st Logistical Command  
policy to use TOE units wherever possible.

FOR THE COMMANDER:

TEL: CRB 222

1 Incl  
nc

*W. C. Cosgrove*  
W. C. COSGROVE  
Major, AGC  
Adjutant General

6 //

*3d Ind*

S-29 Nov 66

AVCA GO-O (11 Nov 66)

SUBJECT: Operational Report - Lessons Learned for Quarterly Period  
Ending 31 October 1966 (RCS CSFOR-65)

HEADQUARTERS, 1st Logistical Command, APO 96307

TO: Commanding General, US Army Support Command, Cam Ranh Bay, APO 96312

1. The Operational Report - Lessons Learned for the 24th Trans Bn (Terminal), forwarded by your headquarters, is returned for the following reasons:

a. The total number of days during the reporting period that the battalion engaged in training, troop movements, and/or operations was omitted. (USARV Regulation 870-2, paragraph 5(1)(b)).

b. Comments concerning problem areas were made without a statement as to what action is being taken or initiated by the command to correct them or to initiate action by higher headquarters. This omission pertains to the following items: Section II, Part I, item entered under maintenance requirements; item entered under receiving ship's manifest; item entered under LARK maintenance; item entered under early receipt of local directives and regulations; item entered under shortages of TOE MHE; item entered under LARC resupply; item entered under nickel batteries; and item entered under shortages of MHE.

2. Request your headquarters review USARV Regulation 870-2 and forward the corrective action indicated in paragraph 1 above to this headquarters NLT 30 Nov 66.

FOR THE COMMANDER:

TEL: Lynx 782/930

1 Incl  
as

JOHN A. BOONE  
CPT, USA  
LRC

3. 12

11 NOV 66

AVCA CRB-SPO (29 Nov 66)                  4th Ind  
SUBJECT: Operational Report - Lessons Learned for Quarterly Period Ending  
31 October 1966 (RCS CSFOR-65)

HEADQUARTERS US ARMY SUPPORT COMMAND CAM RANH BAY, APO 96312 2 - DEC 1966

TO: Commanding General, 1st Logistical Command, APO 96307

Your attention is invited to letter, Headquarters, 24th Transportation Battalion, Subject: Operational Report - Lessons Learned for Quarterly Period Ending 31 October 1966 (RCS CSFOR-65), dated 29 November 1966.

FOR THE COMMANDER:



WILLIAM R. JENKINS  
CPT AGC  
ASST AG

TEL: CRB 231

AVCA GO-0 (7 Nov 66)

5th Ind

SUBJECT: Operational report for Quarterly Period Ending 31 October 1966  
(nws CSFORR-65)

HEADQUARTERS, 1st Logistical Command, APO 96307

7 DEC 1966

TO: Deputy Commanding General, US Army Vietnam, ATTN: AVHGC-DH, APO 96307

1. The Operational Report - Lessons Learned submitted by the 24th Transportation Battalion (Terminal) for the quarter ending 31 October 1966 is forwarded herewith.

2. Reference Section II, Part I, paragraph 5, item entered for shortages of TOE MHE: Material Handling Equipment of all types are in short supply. Phase II equipment of the MHE standardization program should begin to arrive in-country during February 1967. Receipt of this equipment should alleviate, to a great extent, the criticality of equipment shortages within units.

3. Concur with the basic report as modified by the comments contained in the preceding indorsements. The report is considered adequate.

FOR THE COMMANDER:

TEL: Lynx 782/930

1 Incl  
nc

GLENN A. DOYLE  
Capt., AGC  
Asst. AG

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AVHGC-DH (7 Nov 66)

6th Ind

SUBJECT: Operational Report-Lessons Learned for the Period Ending  
31 October 1966 (RCS CSFOR-65)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96307 29 DEC '66

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-OT  
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 October 1966 from Headquarters, 24th Transportation Battalion (Terminal) as indorsed.

2. Pertinent comments are as follows:

a. Reference Paragraph 1, Section II, Page 2: The unit's establishment of a truck transfer point close to the beach should reduce the LARC deadline rate appreciably and shows sound transportation management.

b. Reference Paragraph 1, Part I, Section II, Page 3: Nonconcur with unit's observation that rubber mats should be placed on electric fork lift batteries as protection against short circuits. The solution lies in the use of correct stevedore gear. Utilizing hemp rope slings of sufficient diameter, or placing the batteries on a pallet board and using a pallet bridle would negate the safety hazard while at the same time preventing damage to the batteries from steel cables. This subject will be discussed during this headquarter's next liaison visit to Cam Ranh Bay. Concur with the unit's observation that damage to batteries from swinging against the sides of the ship is the result of improper supervision and crane operation.

c. Reference Paragraph 3, Part 1, Section II, Page 4: Nonconcur with the unit's observation that units should not deploy from CONUS without all authorized equipment (viz., MHE), or resources readily available at destination. This headquarters accepted the 24th Transportation Battalion with known equipment shortages such as MHE, a critical item, in short supply throughout the Army.

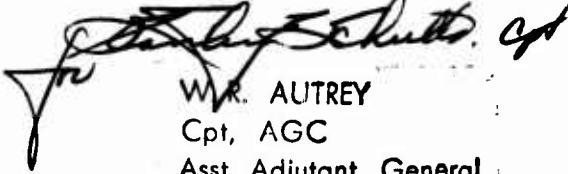
AVHGC-DH (7 Nov 66)

6th Ind

SUBJECT: Operational Report-Lessons Learned for the Period Ending  
31 October 1966 (RCS CSFOR-65)

d. Reference Paragraph 5, Part 1, Section II, Page 5: Concur with the unit's observation. Army Materiel Command has released 713 commercial standardized pieces of MHE for issue to units both in-country and those deploying to RVN. This equipment is expected to arrive in RVN by the end of February 1967 in sufficient quantity to fill all current requisitions.

FOR THE COMMANDER:

  
W.R. AUTREY

Cpt, AGC

Asst Adjutant General

1 Incl  
nc

GPOP-OT (7 Nov 66)

7th Ind

SUBJECT: Operational Report-Lessons Learned for the Period Ending  
31 October 1966 (RCS CSFOR-65)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 14 JAN 1967

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

This headquarters concurs in the basic report as indorsed.

FOR THE COMMANDER IN CHIEF:



1 Incl

nc

L. CHAPPELL  
Maj, AGC  
Asst AG